



PEO Land Systems
“It’s All About The Warfighter”



13th ANNUAL ACQUISITION RESEARCH SYMPOSIUM

**Panel: Improving Project Management of
Complex or Major Systems**



Panel Chair: **William E. Taylor**
Program Executive Officer Land Systems Marine Corps

Panel Members: **Martin Brown, NGEN Project Manager, PEO Enterprise Information Systems**
Ginny Wydler, Principal Analyst, MITRE Corporation
Dr. Charles Pickar, Senior Lecturer, Naval Post Graduate School

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Who I am... How did I get here...

"It's All About The Warfighter"





Major Acquisition Categories

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ACAT I Major Defense Acquisition Programs (MDAP)

Sub Category	Criteria in (CY00\$)	MDA
ACAT ID	<ul style="list-style-type: none">Total RDT&E \geq (\$365M)	USD AT&L
ACAT 1C	<ul style="list-style-type: none">Total Procmt \geq (\$2.19B)USD (AT&L) special interest	SAE or CAE

Major Automated Information Systems (MAIS)

Sub Category	Criteria in (CY00\$)	MDA
ACAT IAM	<ul style="list-style-type: none">Annual Cost $>$ (\$32M / yr)Total Program \geq (\$126M)	ASN (NII) / DoD CIO
ACAT 1AC	<ul style="list-style-type: none">Total Lifecycle \geq (\$378M)ASD (NII) special interest	SAE or CAE



PEO LS Program Portfolio by ACAT Level & \$

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PB-17 \$M (including OCO)

Program	ACAT	FYDP (FY17-21) \$M
JLTV	ID ¹	\$ 2,032
ACV 1.1	IC	\$ 1,699
G/ATOR	IC	\$ 1,351
AAV SU	III	\$ 569
CAC2S	IAC	\$ 345
P-19R	IVM	\$ 139
LW155	II ^{2,3}	\$ 82
MRAP	III ³	\$ 77
MTVR	IC ³	\$ 47
ITV	III ³	\$ 19
LVSR	II ³	\$ 11
FRC	IVM ^{3,4}	\$ -
HMMWV	IC ^{3,4}	\$ -
MTVR TRAILERS	IVM ^{3,4}	\$ -
ACAT Total		\$ 6,370
Non-ACAT Total		\$ 495
PEO Total		\$ 6,865

Number of Programs by ACAT		
Program	Active	Non-Reporting
ACAT I	3.5 ¹	2
ACAT II		2
ACAT III	1	2
ACAT IV	1	2
Non-ACAT 7 Programs/line items		

1 Joint Program; Army-Led

2 Joint Program; USMC Led

3 Over 90% expended; non-reporting

4 Limited funding available through vehicle Mod-lines

--- shared across various motor transport programs



ACAT 1C / 1D Statutory & Regulatory Documentation Requirements

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Milestone Document Identification (MDID)

Your Acquisition and Documentation Requirements Tool

STATUTORY: Statutory requirements cannot be waived unless the statute permits.

2366a/b CERTIFICATION MEMORANDUM
ACQUISITION PROGRAM BASELINE (APB)
ACQUISITION STRATEGY
ANALYSIS OF ALTERNATIVES (AoA)
BANDWIDTH REQUIREMENTS REVIEW
BENEFIT ANALYSIS AND DETERMINATION (Part of Acquisition Strategy)
CLINGER-COHEN ACT COMPLIANCE
CONSIDERATION OF TECHNOLOGY ISSUES (Part of Acquisition Strategy)
CONTRACT-TYPE DETERMINATION (Part of Acquisition Strategy)
COOPERATIVE OPPORTUNITIES(Part of Acquisition Strategy)
CORE LOGISTICS DETERMINATION / CORE LOGISTICS AND SUSTAINING WORKLOADS ESTIMATE
CYBERSECURITY STRATEGY
DOT&E REPORT ON INITIAL OPERATIONAL TEST AND EVALUATION (IOT&E)
FREQUENCY ALLOCATION APPLICATION (DD Form 1494)
GENERAL EQUIPMENT VALUATION (Part of Acquisition Strategy)
INDEPENDENT COST ESTIMATE (ICE)
INDEPENDENT LOGISTICS ASSESSMENT (ILA)
INDUSTRIAL BASE CAPABILITIES CONSIDERATIONS (Part of Acquisition Strategy)
INTELLECTUAL PROPERTY (IP) STRATEGY (Part of Acquisition Strategy)
LFT&E REPORT
LOW-RATE INITIAL PRODUCTION (LRIP) QUANTITY
MANPOWER ESTIMATE
MARKET RESEARCH (Part of Acquisition Strategy)
OPERATIONAL TEST PLAN (OTP)
PESHE AND NEPA/E.O. 12114 COMPLIANCE SCHEDULE
POST IMPLEMENTATION REVIEW (PIR)
PRESERVATION AND STORAGE OF UNIQUE TOOLING PLAN
REPLACED SYSTEM SUSTAINMENT PLAN
SMALL BUSINESS INNOVATION RESEARCH (SBIR)/SMALL BUSINESS TECHNOLOGY TRANSFER (STTR) PROGRAM TECHNOLOGIES
TECHNOLOGY READINESS ASSESSMENT (TRA)
TERMINATION LIABILITY ESTIMATE (Part of Acquisition Strategy)



Milestone Document Identification (MDID)

Your Acquisition and Documentation Requirements Tool

REGULATORY: MDAs may tailor procedures consistent with sound business practice and the risks associated with the product being acquired.

2366b Certification Memorandum
Acquisition Decision Memorandum (ADM)
Acquisition Program Baseline (APB)
Acquisition Strategy
Affordability Analysis
Analysis of Alternatives (AoA)
AoA Study Guidance and AoA Study Plan
Capability Development Document (CDD)
Capability Production Document (CPD)
Capstone Threat Assessment
Concept of Operations/Operational Mode Summary/Mission Profile (CONOPS/OMS/MP)
Cost Analysis Requirements Description (CARD)
Development RFP Release Cost Assessment
DoD Component Cost Estimate
DoD Component Cost Position
DoD Component Live Fire Test and Evaluation (LFT&E) Report
Exit Criteria
Full Funding Certification Memorandum
Information Support Plan (ISP)
Information Technology (IT) and National Security System (NSS) Interoperability Certification
Initial Capabilities Document (ICD)
Initial Threat Environment Assessment
Item Unique Identification Implementation Plan
Life-Cycle Mission Data Plan
Life-Cycle Sustainment Plan (LCSP)
Market Research (Part of Acquisition Strategy)
Operational Test Agency (OTA) Report of OT&E Results
Program Protection Plan (PPP)
Request for Proposal (RFP)
Should Cost Target
Spectrum Supportability Risk Assessment (SSRA)
System Threat Assessment Report (STAR)
Systems Engineering Plan (SEP)
Technology Targeting Risk Assessment
Test and Evaluation Master Plan (TEMP)
Waveform Assessment Application

31 - Statutory Requirements

36 - Regulatory Requirements



The “Null Program”

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► 2011 Army PEO GCS Study

- A low to medium risk vehicle program will likely take at least 16.5 years to go from the Material Development decision to full rate production
- PMs under constant pressure to find efficiencies and reduce timelines

► Perception:

- PMs can achieve significant reductions in acquisition timelines

► Reality:

- Timelines are primarily driven by statutory & regulatory requirements
- There is a point at which documentation writing, staffing & approval timelines become the critical path



The “Null Program” (Cont.)

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- **What impact does documentation writing, staffing & approval have on an MDAP's critical path?**
- **To test the hypothesis...what would the program impact be if...**
 - **There was no system to develop or test?**
 - **All documents took one (1) day to write?**
- **Even with no intention to actually design, build, deliver & test a system, to complete all MDAP documentation requirements and execute the acquisition program approval process will take approximately 4.5 years**



Taylor's Perspective:

3 Things That Keep This PEO Up at Night

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#1 Money

BUDGET INSTABILITIES



Both Program Managers and Industry Seek Predictability.

#2 People

DEFENSE ACQUISITION UNIVERSITY



The Honorable Frank Kendall
Under Secretary of Defense for
Acquisition, Technology, and Logistics
(USD AT&L)

“Defense Acquisition is a Human Endeavor.”

#3 Oversight

FAR

Federal Acquisition Regulation

Acquisition Streamlining and Reality are Diametrically Opposed.



Surviving and Succeeding in the World: Taylor's Advice to PM's



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1 MONEY

- **It's not just about the money! It's ALL about the money!**
- **No Bucks...NO BUCK ROGERS!**
- ***Industry is coin operated!***

2 PEOPLE

- **Shades of grey...more art than science!**
- **Don't take that Hill...It's just business!**
- **Row well and live!**

3 OVERSIGHT

- **Everyone wants to help or... keep your friends close and your enemies closer!**
- **The Null program**
- **Risk versus reward...How much is good enough?**